

SECRET

REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

TO

SENIOR MANAGERS OF THE CENTRAL INTELLIGENCE AGENCY

Monday, 10 December 1984

CIA Auditorium

SECRET

Good afternoon. Today the subject is the good of the order of our organization. There are some things on which I want to bring you up to date and review with you.

During the last year, we have made a concerted effort to increase our employees' involvement in making this Agency a better, more efficient, and more effective place to work. We have asked them to give us their ideas on what this organization is about, and what it is that we want to foster and encourage. We have asked you to delegate responsibilities and authorities to your people to encourage initiative, creativity, and a propensity for action. We firmly believe that this kind of working environment will bring out the best in our people and provide this nation the intelligence capability it deserves and needs.

Today I want to emphasize that your delegating responsibilities and authorities in no way lessens your responsibilities or accountability as supervisors and managers. As a matter of fact, I believe it increases the responsibilities on your shoulders. While giving your people the latitude to generate new ideas and to take reasonable risks that could provide payoffs for intelligence, you must continue to provide them guidance along the way and be thoroughly knowledgeable and accountable for what your people are doing. The drubbing this Agency has taken in the press and in Congress during the last month or so over the Nicaraguan psychological operations manual is a painful reminder of what can happen when this is not done.

SECRET

Page Denied

Next 2 Page(s) In Document Denied

SECRET

The important thing at stake here, however, is this institution--the Central Intelligence Agency. We cannot afford any public perception that CIA does not respect the law. This Agency is too important to this nation to let its integrity be maligned in the halls of Congress or in headlines throughout the world.

The mission of this Agency is too critical to burden it with the damage that can come from incidents such as this. We can be proud of what we have done together to rebuild and improve our capabilities to deal with the growing diversity of threats to our national interest and to help our nation's leaders understand an ever more complex world.

Through the energetic and creative efforts--not to mention just plain hard work--of all of the people at CIA pulling together, I am confident that we are providing intelligence to the President, his senior advisors and the Congress that enables them to anticipate rather than react to problems as diverse as:

- The astounding profusion of new Soviet weapons and the potential for continued Soviet advances around the world--and, even more important, Soviet vulnerabilities both at home and abroad.
- International terrorism.
- The theft of Western technology.
- Narcotics trafficking and new ways of addressing this terrible problem.
- Detecting new and devastating chemical and biological weapons.

- Understanding foreign science and technology with their potential not only for strategic surprise but also stronger economic competition.
- The growing hostile intelligence threat.
- Nuclear proliferation.
- Opportunities for progress in arms control.
- Advancing our relations with less developed countries, with their expanding markets and strategic significance.

More and more, I am convinced that the CIA is the only place in Washington that is devoting the energy and resources needed both in collection and in analysis to anticipate the problems our country faces--not only now but five, ten, and even twenty years from now. Always an important asset of this government and our country, I believe CIA now stands alone in its capacity to help policymakers understand and grapple with present and future challenges to our security and well-being.

All this--and the potential we still have to realize--is too important to permit it to be jeopardized by incidents of the type we have just been through.

The Agency's capabilities, roles, and responsibilities seem to grow every day. As we become increasingly involved in counterterrorism, economic intelligence, narcotics intelligence, preventing technology transfer, as well as covert action, the legal and ethical boundaries we must observe more and more become matters with which all CIA managers must be familiar. You must ensure your own familiarity with the rules--and ensure that your subordinates also are familiar with them.

While acknowledging shortcomings in Agency performance with regard to the manual, the sensationalism and distortion associated with it by the media were extraordinary. It accompanies the greater willingness recently of the media to believe any allegation against CIA whether it be plotting murder in Hawaii, slanted estimates, or a host of other false and outrageous allegations. We have been trying through employee bulletins and other means to keep you advised of the facts in these matters. We have been taking a more aggressive, even public, stand in trying to set the record straight. The complaint we filed with the Federal Communications Commission under the fairness doctrine against ABC is one example; you will be seeing op-ed articles and other steps to defend our reputation. Now, more than ever, this Agency needs the support and respect of the American public to carry out its work. Defending ourselves more aggressively is one way to maintain that support. But we also must so conduct ourselves that that support is never again weakened by our own failure to carry out our responsibilities to set and observe the highest standards of law, ethics, and honor.

I depend on your help in all this. It is impossible for me to sit on top of every detail of every operation, procurement or R&D effort to make sure that they are carried out in keeping with the rules, regulations and laws governing CIA activities. That is your job. I want to hold you accountable for ensuring that you are fully knowledgeable about your employees' activities, that these activities further the mission of this Agency, and that they are carried out in keeping with the letter and the spirit of relevant laws and regulations.

SECRET

This brings me back to where I started. Your responsibilities are indeed awesome. You're here because we think you can stand up to them. We think you can inspire your people to channel their creativity and energy into pursuing with excellence the mission of this Agency. We want you to encourage reasonable risk taking--risks that provide possibilities of payoffs for intelligence or lessons to be learned to get us closer to our goal the next time. Not risks that have little benefit for intelligence or strain the letter or spirit of the law.

I urge each and every one of you to stand up to the responsibilities we expect officials of the Central Intelligence Agency to carry out and to apply all the skills, knowledge and abilities you have in doing so--you'll need them, and your country and this Agency deserve them.

SECRET